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ORD-0975-72

15 FEB 1972

MEMORANDUM FOR: Director of Research and Development

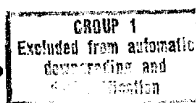
SUBJECT : Survey of Successful ORD Projects

1. This memorandum and the accompanying charts constitute a simple analysis of results of a survey sent to all ORD divisions regarding their successful R&D projects. In order that these summary results not appear "clearer than the truth" (to use Alfred North Whitehead's apt phrase), the following caveats should be given appropriate consideration.

2. By "successful" project we shall mean one of the 150 ORD projects selected by D/ORD, with advice from the ORD division chiefs, as being a noteworthy technical accomplishment. (Attachment A is a list of these projects.) Clearly, others may disagree with D/ORD's selection, but this survey has been based upon his list.

3. By "implemented" project we shall mean an ORD project that has resulted in a system that has been employed by a CIA component other than ORD. In conducting this survey, rigid criteria of employment were not provided to respondents, and the decision whether a particular ORD project ever was implemented was left to the relevant ORD division chief or his delegate. Information that a particular project has not been implemented is not necessarily derogatory. A project would be listed as non-implemented if--for example--(1) it has been employed by another U.S. Government agency but not by CIA, (2) pertinent CIA components are still evaluating the ORD project to determine whether it should be employed, (3) the intelligence application for which the project originally was designed ceased to exist during the time of research and development, or (4) the ORD division is unaware (for security reasons) whether the project has been employed.

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4. The concepts of "successful" project and "implemented" project are logically independent. Some non-successful projects may have been implemented. The present survey is, however, of successful projects only.

5. Attachment B is the questionnaire sent out for each project. The response was 100% and in the few cases where the respondent initially did not present a well formed response, the undersigned either returned the questionnaire for a correct response or made a more or less informed guess.

6. The figures for ORD budgets (analyzed by division) are extrapolations of data provided by ORD/B&F and are not intended to include management-support funds or funds transferred from other Government agencies to ORD. There is need for further historical research to determine exactly the FY 1966 budget and all budgets prior to FY 1965 to ensure that the [REDACTED] figures are correctly apportioned among the ORD divisions, particularly AP and SPG, and to ensure that the IPRD funding has been divided appropriately between R&D and management-support funds.

7. Chart I shows in summary form the result of this survey that of total ORD R&D budget dollars expended to date, 42% were expended on successful projects and about half of that 42% was expended on implemented successful projects.

8. Chart II details by division the percentage of the total R&D budget that has been expended on successful projects. Chart III shows the percentage of the funding for successful projects that has been expended on implemented successful projects. Chart IV shows the proportion of implemented-successful projects to successful projects on a division-by-division basis.

9. According to the survey, 130 of the 150 successful projects were first considered worthy of ORD support by an ORD technical officer or his division chief. In the case of the 20 remaining projects, the position of the person who first proposed the project as worthy of ORD funding support is indicated on Chart V.

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25X1A2d1 10. By "required" project we shall mean an ORD project for which at least one formal requirement has been received from the DDP Technical Requirements Board, a USIB committee or subcommittee, or another Agency component or U.S. Government agency. Respondents were asked particularly not to count as a formal requirement a letter from outside ORD stating merely that the project may proceed without objection or that the project will be followed with interest. In Chart VI the proportion of required-successful projects to successful projects is arrayed, and in Chart VII the required and the implemented (successful) projects are related. (Several conversations with SPG staff led to the conclusion that the [REDACTED] project never was formally required, although many expressions of potential applications for the completed system were received, and the figures in Charts VI and VII reflect this conclusion.)

11. The concept of "required" project is logically independent of the two previously detailed concepts. Some non-successful projects may have been required, but they are not considered in this survey.

12. The data base provided by questionnaire responses is large enough to permit compilation of many additional charts. The charts included here make no use of the information gathered concerning coordination of successful projects--both internally and with other U.S. Government agencies--nor of the number of years each project was funded. No attempt has been made here to compare the "performance" of various project officers or to refine the charts describing implemented and required projects by listing separate figures for each directorate or each Agency office other than ORD. I should be prepared to make such additional tabulations if they seem worthwhile.

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[REDACTED]
DDS&T/ORD

Attachments:

- A. "ORD Activities and Accomplishments, 1964-71"
- B. Questionnaire re Successful Projects
- C. Charts I-VII

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